Indian and Northern Affairs Canada
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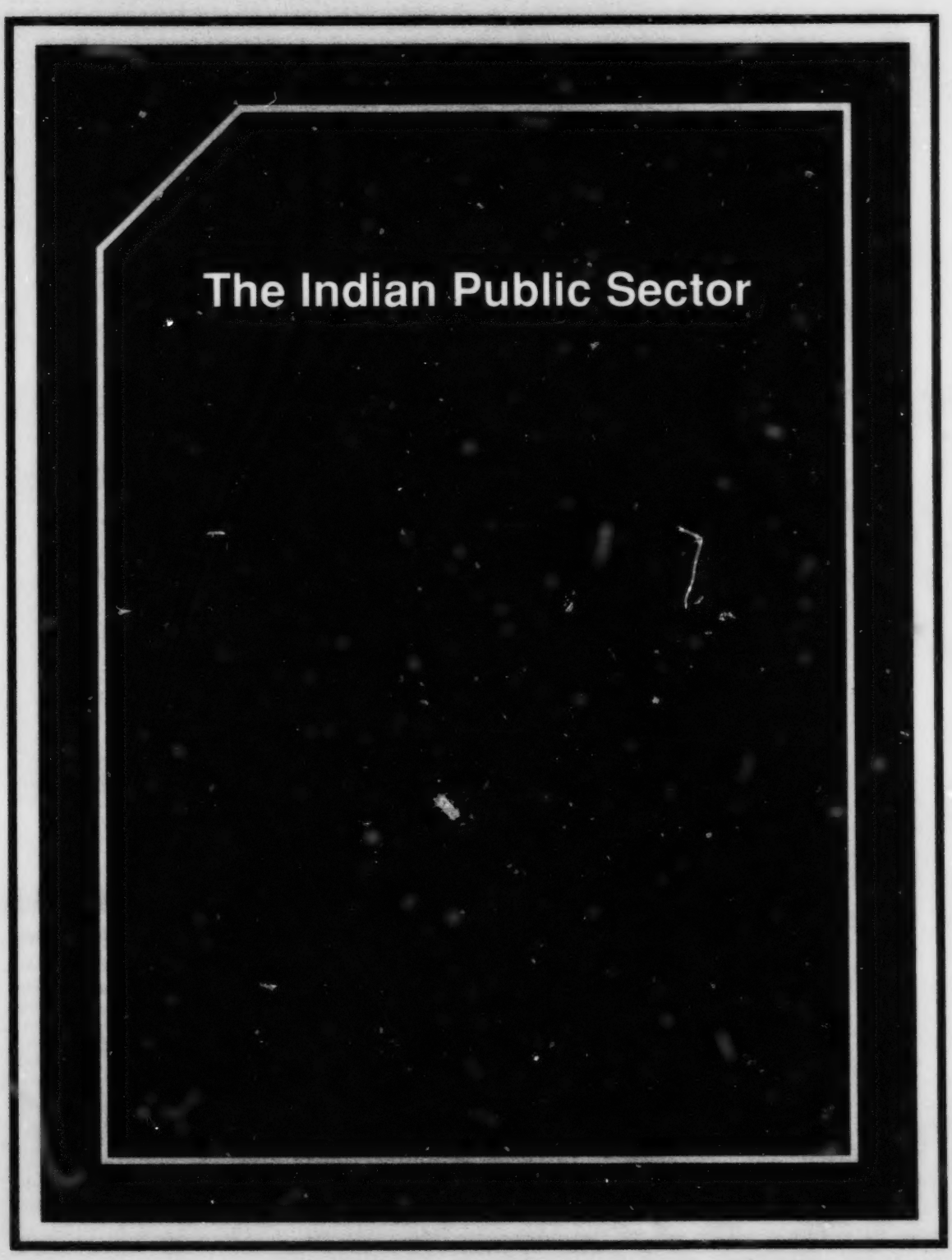
The Indian Public Sector



Canada

THE INDIAN PUBLIC SECTOR

ANALYSIS OF EXISTING DATA

and

DISCUSSION OF OTHER DATA ISSUES

Quantitative Analysis and Socio-demographic Research
Finance and Professional Services

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The Indian Public Sector was written by Catherine McBride under the direction of Gilles Y. Larocque.

Our appreciation goes to those who assisted in the development of this report.

EXECUTIVE SUMMARY

Quantitative Analysis and Socio-demographic Research (QASR) has conducted preliminary research on the current size and characteristics of the Indian Public Sector and has examined issues relevant to obtaining valid and reliable data on this subject.

The objectives of this report are to:

1. analyze existing data sources and provide an estimate of the current size of the Indian Public Sector;

2. provide a discussion on other data issues such as the need for a model on the Indian Public Sector, elements of a definition and potential uses for data.

Estimates obtained from DIAND's regional offices show that there are at least 16,000 people working in administration and service delivery for Indian bands and tribal councils. This represents an average of 24 positions for every band and tribal council.

According to the 1986 census, some 21,200 people were employed in public administration on-reserve, 45 percent of the experienced labour force. Of these, 15,100 people were employed by local government services and elementary and secondary education, which roughly equates with band administration and service delivery. Another 6,100 were employed by other public administrations such as the federal and provincial governments. The vast majority of people employed by public administration on-reserve were registered Indians, 18,300 or 86 percent. Non-aboriginals held 11 percent of public administration positions while 3 percent of these employees were other aboriginals.

Due to legislative requirements concerning confidentiality, Revenue Canada is unable to provide data from its employer deductions files.

From discussions with department officials, it is evident that there is no consensus within DIAND on a conceptual framework for examining the Indian Public Sector, a definition of what populations are included in this sector, or the ultimate uses of data in this area. Decisions on the types of data required by the department cannot be made until these issues are examined.

The department first needs to come to a consensus on a model for and definition of the Indian Public Sector, and on data usage issues. The development of such a model must involve Indian governments and might be best carried out outside of the department.

Nonetheless, it appears at this time that the most clearly defined use of data on the Indian Public Sector involves the provision of training for band administrative employees. Also important are the uses of these data by both bands and DIAND with regards to economic development and by DIAND in its role as advocate for bands with other federal departments and provincial governments.

Given these assumptions, it is recommended that:

1. A model of the Indian Public Sector be developed in consultation with Indian governments. This model might be best developed outside of the department.

2. The department use this model to undertake further study of its data needs with regards to the Indian Public Sector to determine a definition of what populations constitute the Indian Public Sector and the primary uses of data in this area.

3. The analysis of the on-going and long-term data needs of the department with regards to data collection on the Indian Public Sector should rest with Band Support and Capital Management, given that training is currently the most prominent use of such data.

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I. OBJECTIVES

Quantitative Analysis and Socio-demographic Research (QASR) has conducted preliminary research on the current size and characteristics of the Indian Public Sector and has examined issues relevant to obtaining valid and reliable data on this subject.

The objectives of this report are to:

1. analyze existing data sources and provide an estimate of the current size of the Indian Public Sector;

2. provide a discussion on other data issues such as the need for a model on the Indian Public Sector, elements of a definition and potential uses for data.

II. BACKGROUND

The Indian Public Sector is a fundamental means through which the objectives of self-government and self-reliance are achieved. The current government policy of devolution involves transferring the responsibility for service delivery on-reserve to Indian bands and tribal councils. As a result, the Indian Public Sector has grown considerably in the last decade and it is assumed that it will continue to grow.

A precise definition of what constitutes the Indian Public Sector has yet to be developed. Potential members include native and non-native employees of bands and tribal councils who administrate band affairs and deliver services and the staff of their related organizations (e.g. school boards). The definition may also include employees of Indian associations (e.g. the Assembly of First Nations) and the staff of Indian corporations operated by bands or tribal councils (e.g. Peace Hills Trust). As well, federal and provincial government employees who work on-reserve may be considered because of the role these populations play in providing trained employees for the Indian Public Sector, given that through devolution many of them will become employees of Indian bands.

Generally, funding for the Indian Public Sector originates with DIAND; however, some funding comes from other departments, notably Health and Welfare Canada (HWC) and Employment and Immigration Canada (CEIC). Although the Indian Public Sector is largely funded by the federal government, DIAND does not have a good understanding of its size and composition.

A briefing note on this subject, prepared in November, 1989, by the ADM, Finance and Professional Services, mentioned the usefulness of several approaches for estimating the size of the Indian Public Sector. The briefing note recommended that the data be collected through the Regional Directors General. It also recommended that primary responsibility for collecting information on the Indian Public Sector should rest either with Economic Development, as the Indian Public Sector is the largest employer on-reserve, or with Finance and Professional Services, which has general responsibilities for informatics and socio-demographic information.

In March, 1990, QASR explored the potential for developing a complete picture of the Indian Public Sector from a number of data sources. This examination determined that three data sources were worth further analysis: regional reports on band administrations, data from the 1986 Census, and an employer database held by Revenue Canada.

This examination also showed that it would not be appropriate for QASR to obtain information directly from Indian bands, for two reasons. First, primary data collection is beyond QASR's current mandate. Second, it is highly likely that a direct survey of Indian organizations originating from DIAND headquarters would receive little cooperation from the Indian community. Past experience has shown that many on-reserve governments do not always support federal government surveys, as seen with the problems of non-cooperation faced by both the 1986 Census and the Bill C-31 survey.

III. ANALYSIS OF EXISTING DATA SOURCES

1. WORKING DEFINITION

To allow for a comparative analysis of these data sources, QASR developed a working definition of the Indian Public Sector. It should be noted that this definition is in no way inclusive of the total Indian Public Sector; rather it has been adopted as a means of standardizing the analysis of the three data sources and of providing a point for comparison on how well each is capable of matching the same definition.

Therefore, for the purposes of this analysis, the Indian Public Sector is defined as all persons who are employed either by tribal councils or by bands on-reserve to perform duties related to administration and service delivery. Two groups of band employees were specifically excluded: seasonal or temporary staff and employees of band businesses. As well, employees of Inuit communities and native organizations were excluded from the final analysis, although some information on these populations was available.

2. REVIEW OF DATA SOURCES

a) Regional Reports

Description:

Under the auspices of the Deputies' Council for Change, each RDG was requested to provide regional estimates of the current size of Indian band governments and to estimate their size in 1995 and 2000.

While each region provided reasonable estimates of the current size of the Indian Public Sector in their area, each report provided a different level of detail regarding geography, employer, employee category and function. Some regions attempted to estimate the future size, but these results are not valid due to the lack of historical time series upon which to base projections.

To standardize the data, QASR simplified its requirements to the total number of employees fitting the above definition in government-funded positions or band-funded positions. A position is defined as government-funded if the money for its salary comes from DIAND, HWC, CEIC or a provincial or territorial government. A position is defined as band-funded if the money for its salary comes from band revenues obtained from non-governmental sources.

Advantages:

The primary advantages of collecting data from the regions are those of speed and convenience: the regions were able to produce quality reports in a relatively short period of time. If collecting such information must remain within the department, it is better done at the regional level than through headquarters since regional officers know the political climate of their regions and are best able to judge how bands would react to such requests.

Disadvantages:

Nonetheless, there are some disadvantages to requesting the regional offices to collect these data in the future. Due to problems with band cooperation, some regions were only able to provide the number of funded person-years and not the actual number of employees in their areas. It is quite common for bands to hire more staff than are funded, for example, a band may hire five social workers and pay them with the salary dollars DIAND provides for three positions. As a result of this practice, it is likely that the actual size of the Indian Public Sector is substantially larger than that reported here.

Related to this problem of variance in how bands allocate their salary dollars, is the problem of variance of band structures. The data provided by the regions is based on a model of band administration that mirrors the structures found currently in the department. Without a more detailed survey at the band level, it would be difficult to obtain complete information on band governments that do not follow DIAND-like structures.

Therefore, although it is better to collect data on the Indian Public Service through the regional offices instead of headquarters, it would be better still to involve the bands

directly in both the decisions on the types of information needed and the data collection process.

Summary of Findings:

In all, the regional offices estimate that there are at least 16,000 people working in the Indian Public Sector on-reserve. This represents an average of 24 positions for every band and tribal council. Appendix 1 contains the estimated size of the Indian Public Service in each region, a summary of the type of data received in each regional report, and a chart of the data elements that are potentially available through the regional offices.

Alberta reports the highest number of positions: 3,200, with an average of 67 per band and tribal council in that province.

Only Alberta and Quebec were able to provide estimates of the number of band-funded positions in their regions. Two-fifths of the positions in Alberta are funded by band revenues external to the federal or provincial government, specifically oil revenues.

Three other regions, Atlantic, Saskatchewan and British Columbia report that there are some band-funded positions in their regions but that the numbers are unknown. Atlantic and Saskatchewan report that this information is unavailable because it can only be obtained from the bands and there would be difficulties in obtaining band cooperation. British Columbia indicates that information on band-funded positions is unavailable partially for this reason but more importantly because the large number of bands in that region would make it difficult to collect accurate data.

British Columbia reports the lowest number of positions per employer, with each band and tribal council having on average 11 employees. This is undoubtedly related to the large number of small bands in that region. It should be noted that British Columbia's figures do not include non-office staff, such as janitors and maintenance workers. The Regional Office indicates that its estimate could increase by twenty to thirty percent if these employees are included.

Three regions, Quebec, Ontario and the Northwest Territories provided information on the number of employees in other Indian organizations. These figures are not included in the above estimate, but are available upon request. Data on positions in

Inuit communities were available in Quebec but not the Northwest Territories and are therefore excluded.

Four regions indicated that they were unable to obtain information on band employees directly from the bands due to the sensitivity of this issue. Two of these regions suggested that band cooperation would be greater if future data on the Indian Public Sector were collected by an independent outside agency, such as Statistics Canada or a private consultant.

The level of detail provided by some of the regions in their reports to the Deputy shows that it is possible to obtain quite specific information on the Indian Public Sector. Using a DIAND-like model of band administration, the data available can be divided into three variables: source of funding, function of position, and category or level of position.

Funding for positions can come either from a government source (primarily DIAND, HWC, CEIC, and provincial or territorial governments) or from independent band revenues.

Positions can be identified by their function. Most of the regions were able to provide data, for government-funded positions at least, according to the functions currently funded by DIAND through Band Support and by Health and Welfare through the Medical Services Branch. Discussions with headquarters officials led to the development of the following list of functions that adequately covers positions in band administration: lands, revenues and trusts, economic development (CAEDS), social development, education excluding teachers, teaching, health care, housing, operations and maintenance, band administration, advisory staff, protective services, recreation, and all other positions.

Positions can also be identified according to their category or level, whether they are management or non-management. Non-management positions can be further divided into officer or professional, clerical, and all other positions. Two regions, Alberta and the Yukon, were able to provide information on the number of management and non-management positions in their areas; two others, Ontario and Manitoba, were able to divide the non-management positions into officer, clerical, and other positions.

Again, it should be noted that the data provided by the regions is based on a model of band administration that mirrors the structures found currently in the department and in many bands. Analyses of band governments that do not follow DIAND-like

structures would require different data elements and ultimately a model of the Indian Public Sector would have to be flexible enough to deal with other structures of band administration.

b) 1986 Census

Description:

INAC customized tables from the 1986 Census provide occupational data for the population living on-reserve by type of industry. For the purposes of this exercise, the industry "Public Administration" was examined. The INAC customized census table divides "Public Administration" into the sub-industries of "Local Government", "Elementary and Secondary Education", and "Other Public Administration". The latter includes federal and provincial employees and many of those in health and social service occupations.

Within each industry, the data are presented by occupation and by ethnic group. For the purposes of this analysis, QASR has examined employment in all three sub-industries for the following ethnic groups: registered Indians, other aboriginals, and non-aboriginals.

Advantages:

At present, the census is the only source that gives a detailed breakdown of employees by type of occupation. It is the best source for data on ethnic groups, an important variable in light of the fact that historically few Indians have had training as managers and administrators.

Disadvantages:

There are four main disadvantages with using census data to examine the Indian Public Service.

The foremost disadvantage of the census data is the problem of coverage due to non-responding reserves. Ninety Indian bands (136 reserves) did not participate in the 1986 Census, representing an estimated 45,000 people. As these bands represent a significant portion of the on-reserve Indian population, the count for employment by the public administration

on-reserve is seriously under-reported and possibly statistically invalid. Generally poor coverage on some of the participating reserves further complicates this problem.

Secondly, the census information is dated. With the increase of devolution, public administration on-reserve has been in a period of great transition and growth, changes which are not captured from the 1986 Census data.

There are also problems stemming from the broad industrial groupings used by the census, which make it difficult to separate the different sectors of the Indian Public Sector according to the working definition. It is not possible to separate from the industry "Elementary and Secondary Education" those people who are employed by band-operated schools as opposed to those employed by federal or provincial schools. Employees of the federal and provincial governments are lumped together with other administrations in the general industry "Other Public Administration". As a result, only the "Local Government" industry gives clean data that include only people working for band and tribal council administrations.

Finally, because the census is coded on the basis of place of residence and not place of work, the data do not capture people who live off-reserve but work on-reserve. Thus, the count for persons working on-reserve is also under-reported due to methodological constraints, although it is not possible to determine by how much.

Summary of Findings:

According to the 1986 Census, public administration employed some 21,200 people on-reserve, 45 percent of the experienced labour force. These counts are low-bound estimates, mainly due to the coverage problems on-reserve during the census and to the fact that the data are for 1986. A series of summary tables are attached in Appendix 2. More detailed information on the census data will be available in the forthcoming QASR report, *Characteristics of Public Administration Employment On-Reserve, 1986 Census*.

Of the people employed in public administration on-reserve, 15,100 worked in local government services and elementary and secondary education, which approximate the working definition of the Indian Public Sector. Another 6,100 were employed by other

public administrations such as the federal and provincial governments.

The vast majority of people employed by public administration on-reserve were registered Indians, 18,300 or 86 percent. Non-aboriginals held 11 percent of all public administration positions, while 3 percent of these employees were other aboriginals.

Although registered Indians made up 80 percent of the experienced labour force and 85 percent of the population on-reserve, they represented 74 percent of those employed in elementary and secondary education. Non-aboriginals, who made up 16 percent of the experience labour force and only 12 percent of the population, represented 22 percent of those in this industry.

Three-fifths of the registered Indians who worked in public administration were employed in local government. Only 15 percent were employed in elementary and secondary education, while one-quarter worked in other public administration.

By comparison, half of the non-aboriginal employees worked in other public administration and only 15 percent in local government. Slightly more than one-third of the non-aboriginals were employed in elementary and secondary education.

As well, non-aboriginals had the highest percentage of individuals employed full-time, 86 percent. Registered Indians had a slightly lower rate of full-time employment at 85 percent and other aboriginals had the lowest at 81 percent.

Non-aboriginals also reported the highest average number of weeks worked in the year previous to the census: 44 weeks for full-time employees and 32 weeks for part-time employees. By comparison, registered Indians worked on average 36 weeks full-time and 28 weeks part-time.

c) <u>Revenue Canada</u>

Description:

QASR has investigated a Revenue Canada database as one other potential source of data on the number of people employed in the Indian Public Sector. Although registered Indians who live and work on-reserve do not pay income tax, they do pay into universal

benefits plans, such as Unemployment Insurance and the Canada Pension Plan. Deductions for these benefits are collected from the employer by Revenue Canada. As a result, every Indian band, tribal council and education authority, as well as businesses run by Indian bands, are a part of the Revenue Canada T-4 database, which is maintained by the Source Deductions unit of the Collections and Accounting Directorate.

QASR has been informed by Revenue Canada that recent amendments to the confidentiality provisions of the *Income Tax Act* place new restrictions on uses of taxfiler information for purposes other than the administration of that Act. Since the information requested does not fit within any of the exceptions to the confidentiality provisions stated in the Act, Revenue Canada is unable to provide it. Beyond these legal impediments, Revenue Canada is doubtful as to the feasibility of the project due to the lengthy procedures that would be necessary to match the names of Indian employers with records in the database.

IV. DISCUSSION OF OTHER DATA ISSUES

1. A MODEL FOR THE INDIAN PUBLIC SECTOR

Discussion with various departmental officials has revealed that consensus is lacking on the definition of the Indian Public Sector and, more importantly, on the potential uses of these data. Through these discussions it has become evident that before more detailed research into the Indian Public Sector can begin, consensus must be reached on why DIAND requires this information. It is the opinion of several departmental officials that this information cannot be gathered without the cooperation of Indian bands and tribal councils and that this cooperation can best be obtained by using an outside agency for data collection.

Before further data collection can be performed, however, it will be necessary to reach consensus on a conceptual model of the Indian Public Sector that provides a framework for determining a definition, basic data requirements, and the ultimate uses of the data by the department. A decision on the latter is perhaps the most important consensus that the department must reach in this

area as the reasons why the data are being collected has an effect on what is included in a definition and data requirements.

It should be stressed that any such work on a model of the Indian Public Sector must involve Indian governments in order to guarantee that all relevant issues are covered. As well, full cooperation of Indian governments would be facilitated if the work on this model was performed outside of the department.

To facilitate discussion on a model of the Indian Public Sector, QASR has consulted potential users within the department on the issues of definition, data requirements, and data uses. The results of these consultations are given here and a list of those consulted is attached in Appendix 3.

This analysis of other data issues is not definitive; rather, it is meant to provide a starting point for further discussion and research.

2. ELEMENTS OF A DEFINITION

One possible framework for the Indian Public Sector compares the duties and responsibilities of band administrations to those of municipal governments. Under this framework, the Indian Public Sector would be comprised of all band and tribal council employees on-reserve who provide administration and service delivery, the staff of their related organizations (for example, child welfare agencies and school boards), and employees of band-operated businesses on-reserve that provide municipal-like services.

A broader model would also include the staff of regional and national native associations on the basis that these staff play a government-like role in terms of dealing with other levels of government and advocating for services off-reserve.

As well, there are certain populations that are not directly a part of the Indian Public Sector, but are areas from which potential growth may come. These populations include federal and provincial government employees who work on-reserve, particularly those in areas that are targeted for devolution, such as education and health care workers.

3. POTENTIAL USES OF DATA

In the discussions with department officials, QASR was able to identify three potential uses that DIAND might have of data on the Indian Public Sector: training, economic development, and advocacy on behalf of Indian bands. This list is not exhaustive, but serves as a baseline for further discussion and research.

a) Training

As DIAND devolves responsibilities for program administration and service delivery to the bands, the need for trained employees at the band level increases. DIAND has a responsibility to ensure that the staff of Indian bands receive the training they need to take on responsibilities for program administration and service delivery.

The goal of data collection for training purposes would be to develop a profile of the Indian Public Sector identifying the skills needed in order for bands to provide basic administration and service delivery and to provide estimates on how many employees will need training in order to fulfil these functions.

b) Economic Development

DIAND has a responsibility for economic development on-reserve. As devolution progresses, employment opportunities on-reserve increase because of growth in the Indian Public Sector. Therefore, promotion of employment in this sector will further employment opportunities on-reserve, leading to enhanced economic development.

The goal of data collection for economic development purposes would be to develop a profile of the Indian Public Sector showing where devolution has created employment on-reserve and highlighting areas of potential growth that the department can promote.

c) Advocacy

A mission statement for the department has been drafted by the Deputies' Council for Change which states that DIAND's goal is to

"support First Nations and Northern Peoples in the realization of their aspirations."

As a part of its responsibilities in fulfilling this mission, DIAND has a role to play as advocate of native interests to Cabinet, other federal departments, and other levels of government. Information on the Indian Public Sector would aid DIAND staff in their negotiations with other departments and provincial governments for service delivery. For example, when DIAND negotiates training agreements with CEIC, the latter requires detailed information about how many people in different areas of the country, particularly on-reserve residents, will need access to similar types of training.

The goal of data collection for the purposes of supporting DIAND's role as advocate for Indians would be to develop a profile of the Indian Public Sector that would provide the information required by departmental staff for facilitating the provision of services on-reserve in conjunction with other federal departments and provincial governments and for targeting the services provided by other departments and levels of government more towards registered Indians.

V. CONCLUSIONS AND RECOMMENDATIONS

DIAND has legitimate needs for data on the size and characteristics of the Indian Public Sector. Primarily, the department needs data on the total number of employees by function of duties, skills level, and source of funding. Data on other employment indicators, such as ethnicity, number of weeks worked, etc., fall into the category of "nice to know but not necessary to do the job".

From discussions with department officials, it is evident that there is no consensus within DIAND on a conceptual framework for examining the Indian Public Sector, a definition of what populations are included in this sector, or the ultimate uses of data in this area. Decisions on the types of data required by the department cannot be made until these issues are examined. The department first needs to come to a consensus on a model for and definition of the Indian Public Sector, and on data usage issues. The development of such a model must involve Indian

governments and might be best carried out outside of the department.

Nonetheless, it appears at this time that the most clearly defined use of data on the Indian Public Sector involves the provision of training for band administrative employees. Also important are the uses of these data by both bands and DIAND with regards to economic development and by DIAND in its role as advocate for bands with other federal departments and provincial governments.

Given these assumptions, it is recommended that:

1. A model of the Indian Public Sector be developed in consultation with Indian governments. This model might be best developed outside of the department.

2. The department use this model to undertake further study of its data needs with regards to the Indian Public Sector to determine a definition of what populations constitute the Indian Public Sector and the primary uses of data in this area.

3. The analysis of the on-going and long-term data needs of the department with regards to data collection on the Indian Public Sector should rest with Band Support and Capital Management, given that training is currently the most prominent use of such data.

APPENDIX 1

SUMMARY OF DATA OBTAINED FROM THE REGIONS

1. Summary of Regional Reports on the Indian Public Sector
2. Summary of Types of Data Submitted by Regions
3. Summary of Data Elements Available from Regions

SUMMARY OF REGIONAL REPORTS ON THE INDIAN PUBLIC SECTOR

REGION	NUMBER OF BANDS (1)	NUMBER OF TRIBAL COUNCILS (2)	NUMBER OF INDIANS ON-RESERVE (1)	NUMBER OF GOVERNMENT POSITIONS (3)	NUMBER OF BAND POSITIONS (4)	TOTAL NUMBER OF POSITIONS	NUMBER OF POSITIONS PER BAND AND TRIBAL COUNCIL
ATLANTIC	31	4	12,398	811	unknown	811	23.2
QUEBEC	39	5	33,029	1,573	70	1,643	37.3
ONTARIO	126	11	58,934	2,551	0	2,551	18.6
MANITOBA	60	7	44,646	2,485	0	2,485	37.1
SASKATCHEWAN	68	6	37,795	2,295	unknown	2,295	31.0
ALBERTA	42	6	38,144	1,984	1,232	3,216	67.0
BRITISH COLUMBIA	196	21	43,054	2,421	unknown	2,421	11.2
YUKON TERRITORY	15	0	2,948	231	0	231	15.4
NORTHWEST TERRITORIES	19	5	8,723	365	0	365	15.2
NATIONAL TOTAL	596	65	279,671	14,716	1,302	16,018	24.2

NOTES:

(1) Indian Registry, December 1989.

(2) National List of Funded Tribal Councils, June 1989.
The number of tribal councils in NWT was provided by the regional office.

(3) Band and tribal council positions funded by
DIAND, HWC, CEIC and provincial/territorial governments.

(4) Estimate from Regional Office (does not include employees of band businesses).
Three regions indicated that there are some band-funded positions in their area, but the number is unknown at this time.

SUMMARY OF TYPES OF DATA SUBMITTED BY REGIONS

TYPE OF DATA	ATLANTIC	QUEBEC	ONTARIO	MANITOBA	SASKATCHEWAN	ALBERTA	B.C.	YUKON	N.W.T.
GOVERNMENT-FUNDED POSITIONS									
- DIAND	X	X	X	X	X	X	X	X	X
- Health and Welfare	X	X	(to come)	X	X	X	X	X	
- Other federal agencies	X			X		X		X	
- Provincial/Territorial	X	none	X	X	none	X	none	X	X
BAND-FUNDED POSITIONS	X (unknown)	X	none	none	X (unknown)	X	X (unknown)	none	none
GEOGRAPHY									
- total region	X	X		X	X	X	X	X	X
- District Office			X						
EMPLOYER									
- total	X								
- aggregate bands/tc/other		X	X				X		X
- individual employers				X	X	X		X	
EMPLOYEE									
- total	X	X							
- management/non-management					X		X		X
- mgmt/officer/clerical			X	X		X		X	
FUNCTION									
- total	X	X						X	X
- DIAND functions			X		X	X	X		
- job titles				X					
ADDITIONAL COMMENTS		Region provided estimates for Inuit and other native groups which are not included here; data on Inuit omitted because similar data not available from N.W.T.	Region provided estimates for native groups which are not included here	Region suggests collecting data though outside and independent agency (eg Statscan) Includes data obtained by QASR from HWC	Region suggests collecting data though outside and independent agency (eg Statscan)		Does not include non-office staff (could increase estimate by 20 or 30%)		Region provided estimates for native groups which are not included here Data on Inuit not available

SUMMARY OF DATA ELEMENTS AVAILABLE FROM REGIONS

FUNCTION	BAND-FUNDED POSITIONS				GOVERNMENT-FUNDED POSITIONS			
	MGMT	NON-MANAGEMENT			MGMT	NON-MANAGEMENT		
		OFFICER/ PROFESSIONAL	CLERICAL	OTHER		OFFICER/ PROFESSIONAL	CLERICAL	OTHER
Lands, Revenues and Trusts								
CAEDS (Economic Development)								
Social Development								
Education (exc. teachers)								
Teaching								
Health Care								
Housing								
Operations and Maintenance								
Band Administration								
Advisory Staff								
Protective Services								
Recreation								
Other (Please Specify)								
TOTAL								

APPENDIX 2

SUMMARY OF 1986 CENSUS DATA ON PUBLIC ADMINISTRATION ON-RESERVE

1. Public Administration On-Reserve

2. Representation of Ethnic Groups
   Within Public Administration Industries

3. Distribution of Ethnic Groups
   Across Public Administration Industries

4. Percent of Full-time/Part-time Workers
   By Ethnic Group
   Within Public Administration Industries

5. Average Number of Weeks Worked
   By Ethnic Group
   Within Public Administration Industries

TABLE 1

Public Administration On-Reserve
(number of employees)

	Local Gov't	Education	Other	TOTAL
Registered Indians	10,730	2,825	4,725	18,280
Other Aboriginals	200	135	205	540
Non-Aboriginals	370	855	1,185	2,410
TOTAL	**11,300**	**3,815**	**6,115**	**21,230**

TABLE 2

Representation of Ethnic Groups
Within Public Administration Industries
(percent of industry)

	Local Gov't	Education	Other	TOTAL
Registered Indians	95.0	74.0	77.3	86.1
Other Aboriginals	1.8	3.5	3.4	2.5
Non-Aboriginals	3.3	22.4	19.4	11.4
TOTAL	100.0	100.0	100.0	100.0

TABLE 3

Distribution of Ethnic Groups
Across Public Administration Industries
(percent of industry)

	Local Gov't	Education	Other	TOTAL
Registered Indians	58.7	15.5	25.8	100.0
Other Aboriginals	37.0	25.0	38.0	100.0
Non-Aboriginals	15.4	36.7	49.2	100.0
TOTAL	53.2	18.0	28.8	100.0

TABLE 4

Percent of Full-time/Part-time Workers by Ethnic Group Within Public Administration Industries (percent of ethnic group)

	Registered Indians		Other Aboriginals		Non-Aboriginals	
	F-T	P-T	F-T	P-T	F-T	P-T
Local Government	86.4	13.6	80.0	20.0	88.4	11.6
Education	85.0	15.0	85.7	14.3	89.0	11.0
Other	81.5	18.5	79.2	20.8	82.1	17.9
Total	84.9	15.1	81.1	18.9	85.5	14.5

TABLE 5

Average Number of Weeks Worked by Ethnic Group Within Public Administration Industries

	Registered Indians		Other Aboriginals		Non-Aboriginals	
	F-T	P-T	F-T	P-T	F-T	P-T
Local Government	33.5	26.1	32.1	22.4	38.2	29.7
Education	41.2	29.8	40.5	29.1	44.8	28.4
Other	38.5	30.9	34.3	27.1	44.9	34.9
Total	36.0	28.2	35.1	25.6	43.8	32.4

APPENDIX 3

LIST OF DIAND OFFICIALS CONSULTED

HEADQUARTERS

Mansell Barstow
Senior Development Officer
Band Support Directorate
Indian Services

John Dance
Director
Increased Ministerial Authority and Accountability
Finance and Professional Services

Marcel Fortier
Manager
Indian/Inuit Management Development
Indian Management Support
Indian Services

Dave Johnson
Director
Indian Management Support
Indian Services

Mary Ann Lamb
Secretariat to the
Deputies' Council for Change

REGIONAL OFFICES

Bob Penney
A/Senior Demographic Resource Analyst
Social-Economic Development
Atlantic Region

Réjean Perron
Regional Director
Band Support and Capital Management
Quebec Region

Bill Lumston
Special Projects Officer
Executive Secretariat
Ontario Region

Jim Richardson
Regional Director
Finance
Manitoba Region

Andrew Seibel
Executive Services Self-Government
Saskatchewan Region

Sandy Dickie
Head, Band Moneys
Lands, Revenues and Trusts
Alberta Region

Doreen Mullins
Regional Director
Indian Services
British Columbia Region

Dr. E.R. Daniels
Regional Director
Indian and Inuit Affairs
Yukon Region

Lorne Tricoteux
Regional Director
Indian and Inuit Affairs
Northwest Territories Region